

ALUMNI MANAGEMENT AT ISLAMIC BOARDING SCHOOL (CASE STUDY AT PONDOK PESANTREN NURUL JADID)

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ABSTRACT

The aim of this research is to describe: (1) the profile of alumni address and profession, (2) alumni management including planning, organizing, alumni development, empowerment, and evaluation, (3) communication for the network building of the alumni association at Pondok Pesantren Nurul Jadid. This study was qualitative in nature. This study found: (1) location, vision, institute, and Pesantren facilities influenced the deployment of alumni jobs and professions; (2) management steps include: preparing alumni candidate, encoding, programming, developing alumni competencies, empowering alumni, and evaluating; (3) network building of alumni is built through organisations and individuals

Keywords: *alumni, alumni mangement, pondok pesantren*

INTRODUCTION

The advancement of an educational institution is the responsibility of all parties, including the society. One element of society who has a major role in the development of the institution are alumni. Alumni of a school are asset that should be managed so they can be empowered in accordance with the needs of the school. Alumni are graduates who have completed their education in an institution. Proper empowerment and management of the alumni will provide great benefit to the institution, as they have a bond with the institution, which has been formed during their study before.

According to Terry (as cited in Sule, 2008: 9), there are four processes in alumni management: planning, organizing, actuating, and controlling. To realize the alumni management system, we need an organization that can accommodate them. This organization is usually called alumni association or other similar names. The organization manages the potential possessed by each of alumni, so that it will generate some output that matches the purposes of the educational institution, especially in empowering the alumni themselves.

Most educational institutions have only little attention to the role of alumni in developing the institution. It can be found that the presence of the alumni is merely in the alumni reunion event without any further management. Therefore, it will break the sense of attachment between the alumni and the institution. It is why many graduates do not participate in developing the institution.

To improve the theory of alumni management, I take the real application of alumni management at Pondok Pesantren Nurul Jadid (PPNJ). PPNJ organizes its alumni very well despite their large number and spread in many regions. PPNJ has alumni organization called "Pembantu Pengurus Pondok Pesantren Nurul Jadid (P4NJ)". It serves as liaison between PPNJ and its alumni, especially in terms of institutional development.

METHODS

This study applied qualitative approach with single-case study design. Primary data obtained through interviews and observations while the secondary derived from documents. Informants in the study are: (1) the chairman of P4NJ, (2) the secretary of P4NJ, (3) functionaries of BP2M and P4NJ Probolinggo, (4) functionaries of P4NJ Bondowoso, and (5) alumni of PPNJ. This research was conducted at PPNJ because it has large number of alumni that are spread in several regions of Indonesia.

The data were analyzed with multiple stages of data reduction, data presentation, data verification, and conclusion drawing. The validity of research was done by checking research credibility. Data triangulation, methodological triangulation, and member check were applied to check the credibility. According to Ulfatin (2013: 233), those procedures can be used to check the credibility of the data. In addition, this research was conducted with three stages: preparation, implementation, and reporting.

RESULTS AND DISCUSSION

Based on individual analysis, the alumni of PPNJ come from several areas, especially from the nearby area of PPNJ, Probolinggo, East Java. There are 238 alumni who come from this district. The alumni works in various fields, such as farmers, kiai (spiritual guru), teachers, legislators, social workers, politicians, soldiers, police officers, and other professions. Among the professions, the vast majority of alumni are farmers.

The steps of alumni management at PPNJ are: (1) the planning that consists of the preparation of alumni candidate, data collection of alumni, and planning program; (2) organizing; (3) alumni development; (4) alumni empowerment; and (5) evaluation. The preparation of alumni candidate is conducted through "Orientasi Siswa Kelas Akhir (OSKAR)" by

strengthening their religious faith and spirit of entrepreneurship. Alumni profile were gathered and compiled by Biro Pengembangan dan Pemberdayaan Masyarakat (BP2M) which consists of their personal and potential information. The data are obtained through forms provided in alumni events, sms gateway, and visiting alumni's house personally. In collecting those data, BP2M is also assisted by regional P4NJ and KAMANURJA (Ikatan Mahasiswa Alumni Nurul Jadid). This process of alumni data documentation was relatively low. It was because of several reasons such as: the limited knowledge of functionaries of P4NJ about alumni data, the busyness of the alumni, and irregular updating of alumni data. The programs of P4NJ were stemmed from the expectations of the executive board (Dewan Pengasuh) of PPNJ about alumni's contribution in PPNJ development and alumni's economic empowerment. The planning process in P4NJ did not go well because of malfunction of many functionaries who live far from PPNJ.

P4NJ has two levels of management which consist of national and regional board. There are 16 regional boards located in districts or special areas throughout Indonesia. P4NJ is assisted by BP2M in documenting alumni data. The national P4NJ board consists of a chairman, a secretary and some staff. The appointment of the board is carried by the executive board of PPNJ independently. The regional P4NJ is responsible to the executive board of PPNJ and coordinate with the national board of P4NJ and BP2M in carrying their own programs. The activeness of each regional board in managing their members varies due to the absence of decree given by PPNJ to them.

Alumnus who graduates from PPNJ will receive coaching simultaneously performed by his/her regional P4NJ. The form of coaching depends on the specificity of his/her hometown and his/her needs. The national board of P4NJ carries out the development of alumni through istighotsah (praying together) at PPNJ once a month. The activity is filled with praying Isha' together, shalat hajat, sujud syukur, istighotsah, and religious speech from Kiai. Development of alumni in each region is usually held through: (1) regular istighotsah and listening to religious speech, (2) bussiness training, and (3) comparative visits to other Islamic boarding school. The presence of a Kiai in alumni activities held by the regional P4NJ appeal to the alumni to be present at the event.

Alumni can be empowered through ideas and financial contribution, control, mediation, and empowerment. The empowerment is conducted in accordance with the desire and ability of alumni. PPNJ rarely asks for financial assistance. It often asks alumni to contribute ideas to solve the problems of the institution. Economic empowerment is implemented by forming a business activities with profit sharing between PPNJ and the alumni, and investment by alumni to build the business. PPNJ manages many business activities, such as minimarket, calendar sales, and Bottled Drinking Water.

Monitoring activities is carried out by the national board of P4NJ to its regional boards. The monitoring results are then reported to the executive board of PPNJ as a consideration for future improvement of P4NJ. Evaluation activities in regional P4NJ are carried out incidentally and non-formally coincide with its regular activities. Financial and business developments are also reported to the donors at the occasion.

There are two kinds of communications in PPNJ: physical communication and inner communication. The construction of communication networks is led directly by the executive board of PPNJ, both organizationally and personally. Organizational communication is implemented through coordination meetings of alumni, program activities, irregular visits to the regional functionaries of P4NJ and alumni, and the use of communication devices. The presence of on of executive board of PPNJ in regional P4NJ activities has its own appeal for the alumni.

Based on the findings of a single case, alumni of PPNJ come from different regions and are influenced by its location. The alumni have a lot of professions that are influenced by the type of education, vision, and facilities provided by schools. Development of communication network of alumni is led by the executive board and the administrators of PPNJ. The communication is done organizationally and personally. Regional alumni associations help the development of communication network. Communication is built through instruction and coordination.

Alumni management in PPNJ consists of preparation of alumni candidate, alumni profile documentation, program planning, development of alumni, alumni empowerment, and evaluation. Preparation of prospective graduates is conducted through strengthening their religious faith and spirit of entrepreneurship. Alumni profile is obtained through forms provided in alumni events, sms gateway, and visiting alumni's house personally. This process of alumni data documentation was relatively low. It was because of several reasons such as: the limited knowledge of functionaries of P4NJ about alumni data, the busyness of the alumni, irregular updating of alumni data, and alumni reluctance. Planning program is made suit of needed alumni with long-term planning for the general program, medium-term planning for program activities, and short-term planning to the operational plan. The existence of alumni organizations is needed in realizing the alumni management. Minimal alumni organization formed central management and stewardship of the region. The development of alumni is conducted in the fields of religion, social and career. The development of alumni is adapted to regional character and alumni willingness. In carrying out the development, there are stages that can be taken: the diagnosis of needs, alumni coaching, and follow-up. Empowerment is done on the impact on the institution, alumni and the community. The evaluation carried out weekly to discuss the implementation of the

program, quarterly to discuss the implementation and impact of the program, and annually to discuss the programs.

Alumni of PPNJ come from various regions. This is indicated by the presence of the hostel which is used for students who live in boarding schools (Pusat Bahasa Departemen Pendidikan Nasional, 2005). However, the majority of the alumni came from the nearby area. Alumni Nurul Jadid majority come from Probolinggo area and Bondowoso. M. Arifin (in Qomar, 2007: 2) says schools should be recognized communities. This recognition can be indicated by how much the people in the area near schools handed over to the pesantren education.

Alumni of PPNJ have a variety of professions such as teachers, teacher of university, and others. The diversity of these alumni profession due to the vision of schools that do not bind students to the profession in a specific field. According to Fatah (2005) schools have the purpose of educating students are proficient in various development sectors. However, Kiai also have a central role in the coloring pattern of education in pesantren (Qomar, 2007) which have an impact on the profession that will be occupied by students. In addition, according to Rahman (2010), the professions occupied by the alumni motivate the students to attend PPNJ.

In general, the alumni management process is divided into four parts, namely planning, organizing, actuating, and evaluation (G.R. Terry in Saebani, 2012:173). Alumni management of PPNJ consists of (1) planning which includes the preparation of prospective alumni, alumni profile documentation, and program planning; (2) organizing; (3) implementation of alumni that includes the development and empowerment of alumni; and (4) evaluation.

Prospective graduate's preparation activities conducted through develop religion mental and entrepreneurship mental. This coaching carried out so that the alumni ready to plunge in the community. According to The National Education Association (in Fletcher, 2005:129) coaching can be done through education to foster cognitive abilities, psychomotor, and affective.

Collecting the data alumni is conducted to gather information of alumni self and alumni profession. The data is used to develop the activities of alumni empowerment. Nuraida (2008: 30) says the information collected should be according to the needs. PPNJ collected the data by using a form, the guest book on a credible form of alumni activities, and through sms gateway. Black, J.A. and Champion, D.J. (2001: 283) states that the method can be used to collect data is through interviews, observations, questionnaires, and using secondary sources. Data collection is done in PPNJ has experienced problems due to the data obtained in the bureau uniquely pesantren does not match the data in the field and lack of knowledge about the alumni in their area. Nuraida (2008: 31) states the obstacles that will be experienced in conducting data collection including 1) the information is incorrect, 2) the information is covered, 3) the information is difficult to collect, 4) the information is

difficult to find, 5) information is not axiomatic and is difficult to confirm, 6) required information is not known, 7) lack of responsibility in collecting data, and 8) fund is limited.

Program planning activities in PPNJ has implemented only for a short period only performed incidentally. Viewed in terms of authority and time accomplishments, there are 3 types of planning (Saebani, 2012: 181): 1) long range planning (LRP), 2) intermediate planning, and 3) short range planning (SRP).

Alumni organization has a major role in connecting between the alumni and educational institutions. Lertputtarak & Supitchayangkool (2014:171) states alumni organization should be in front to involve alumni in developing educational institutions. In PPNJ, alumni organization called Pembantu Pengurus Pondok Pesantren Nurul Jadid (P4NJ). According to Sule (2006: 162-166), there are six approaches that can be used by an organization in dividing tasks and authority, namely (1) the functional approach, (2) product approach, (3) customer approach/targets, (4) geographical approach, and (5) matrix approach. PPNJ divides tasks based on geographical approach by dividing the alumni associations in each area. In addition to the management center, alumni organizations at both pesantren divide tasks based on a functional approach. In P4NJ center, the alumni board consists of a chairman, secretary and members.

According Hasibuan (in Hidayat, 2012:31-36) and Suwatno and Priansa (2011:112-114), there are two methods of developing human resources that can be applied in the development of the alumni, namely education method and training methods. Development activities of alumni of PPNJ is act through istighosah once a month, continues activities in regional management, cooperative training, and study comparative. The development activities are tailored to the needs of alumni. PPNJ carries out the development of alumni to carry out three stages: diagnosis of needs, guidance, and follow-up.

According Sudayat (2013), 4 functions empowerment that can be used, namely the function of enabling, facilitating, consulting and collaborating. PPNJ implements empowerment through conceptual contribution, financial control, mediation, and abilities contribution. Empowerment through business activities conducted through a cooperative boarding, sales calendar, and bottled drinking water. However, empowerment through cooperative sales calendar and boarding doomed to failure because of alumni who are empowered not appropriate.

Based on the object of supervision, monitoring activities can be divided into three types, namely top down supervision, bottom-up supervision, and oversight attached (Saebani, 2012: 215). Committee of alumni associations in PPNJ does not perform evaluation activities. The evaluation was conducted with regard to the organization's finances.

In building the communications network of alumni, P4NJ has a major role as a liaison between the pesantren and alumni. Construction of communication networks do

organizationally and personally. Organizationally, PPNJ establish communication through coordination meetings and provide feedback to schools, visits to the region's alumni organization activities when invited, program alumni activities, utilizing information technology. According Indrachrudi (1994: 34-37), it takes a special service for alumni to establish one through communication through intense communication media. In upcoming events in PPNJ, routinely PPNJ hold events and activities each month continues istighosah in P4NJ region. Communication alumni according to research Hoyt (in Lertputtarak & Supitchayangkool, 2014: 171) at least needs to be held at least once every 6 months.

CONCLUSION

The alumni of PPNJ came from various districts in Indonesia, mainly from the areas nearby the school. The spread of the alumni is affected by the location of the school. The alumni of PPNJ work in diverse career fields, such as teachers, farmers, fishermen, and others. Alumni professions are influenced by the type of education, vision, and facilities provided by the school.

Alumni management in PPNJ is conducted through preparation of alumni candidate, alumni profile documentation, program planning, organizing, alumni development, alumni empowerment, and evaluation. Preparation of prospective graduates is conducted through strengthening their religious faith and spirit of entrepreneurship. Alumni profiles is obtained through forms provided in alumni events, sms gateway, and visiting alumni's house personally. Obstacles are encountered in collecting the data. It was because of several reasons such as: the limited knowledge of functionaries of P4NJ about alumni data, the busyness of the alumni, irregular updating of alumni data, and alumni reluctance. Program planning is done by making long-term plans for the general program, the medium-term plan for the program of activities, and short-term plans to operational plans. Program planning is made according to the needs of alumni.

The existence of alumni organizations is needed in realizing the alumni management. Minimal alumni organization formed central management and stewardship of the region. The executive board of PPNJ has an important role in the development of the alumni organization. Aspects of development that should be developed is related to the fields of religion, social, and career. The development of alumni is conducted according to the specificity of their regions and the needs of them. The development phase consists of needs assessment, alumni coaching, and follow-up. The empowerment of alumni includes empowerment that impact on PPNJ, the alumni themselves, and the general society. The evaluation is done weekly to discuss the implementation of programs, quarterly to discuss the implementation and impact of the activities, and annually to discuss the programs.

The development of communication network is led by the executive board and the administrators of PPNJ. PPNJ uses two types of communications: organizational and personal. Regional alumni associations help the development of communication network. Communication is built through instruction and coordination.

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